Decision-Making in Health Services

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How to Use This Module

- Review Course map/Syllabus
- Read Chapters 1 and 2 in the Veney texbook
- Use the module slides as an outline of the material
- Read the discussion of the Abilene Paradox
- Write a question and submit it by email to me (due on 3/4/2003)

Course Layout

Managing the Data

- **Decision Making Techniques**
- **Sources and Approaches to Data**

Strategies: Monitoring, Case Studies, Surveys, Trend analysis, Simulation, Decision Analysis

Quantitative Tools: Surveys, Sensitivity, Monte Carlo, Simulation

Course Objective

- **After completion of this course, you will have a better understanding of, and a set of basic tools to deal with, the evaluation problems frequently confronted in the provision of health services.**

After completing this module, you should be able to:

- **Understand the managerial decision-making process, and its applications**
- **Be familiar with the evaluation-based decision model**
- **Understand the “Abilene Paradox”**

Framework for Improved Decision Making

Chapter 1

Changes in Health Services

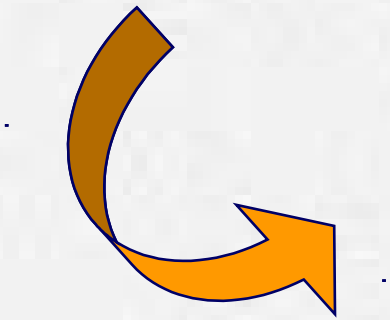
- Not-for-Profit
- Treatment
- Disease
- Isolated care
- Individuals

- For Profit
- Prevention
- Wellness
- Comprehensive
- Populations

What is Evaluation and Why is it Necessary?

7 Components of Evaluation

- Relevance
- Adequacy
- Progress
- Effectiveness
- Impact
- Efficiency
- Sustainability



Relevance

- **Appropriateness**
- **Need**

Adequacy

- **Is it likely to address the problem/question**

Progress

- **Timeliness**
- **Timeline**
- **Within budget**
- **Deliverables/Outputs**

Effectiveness

- **Achievement of expected intermediate outcomes**

Effectiveness: achieving organizational goals

Efficiency: minimizing inputs and maximizing outputs

Impact

- **Achievement of final outcomes**

Efficiency

- **Assesses relationships**

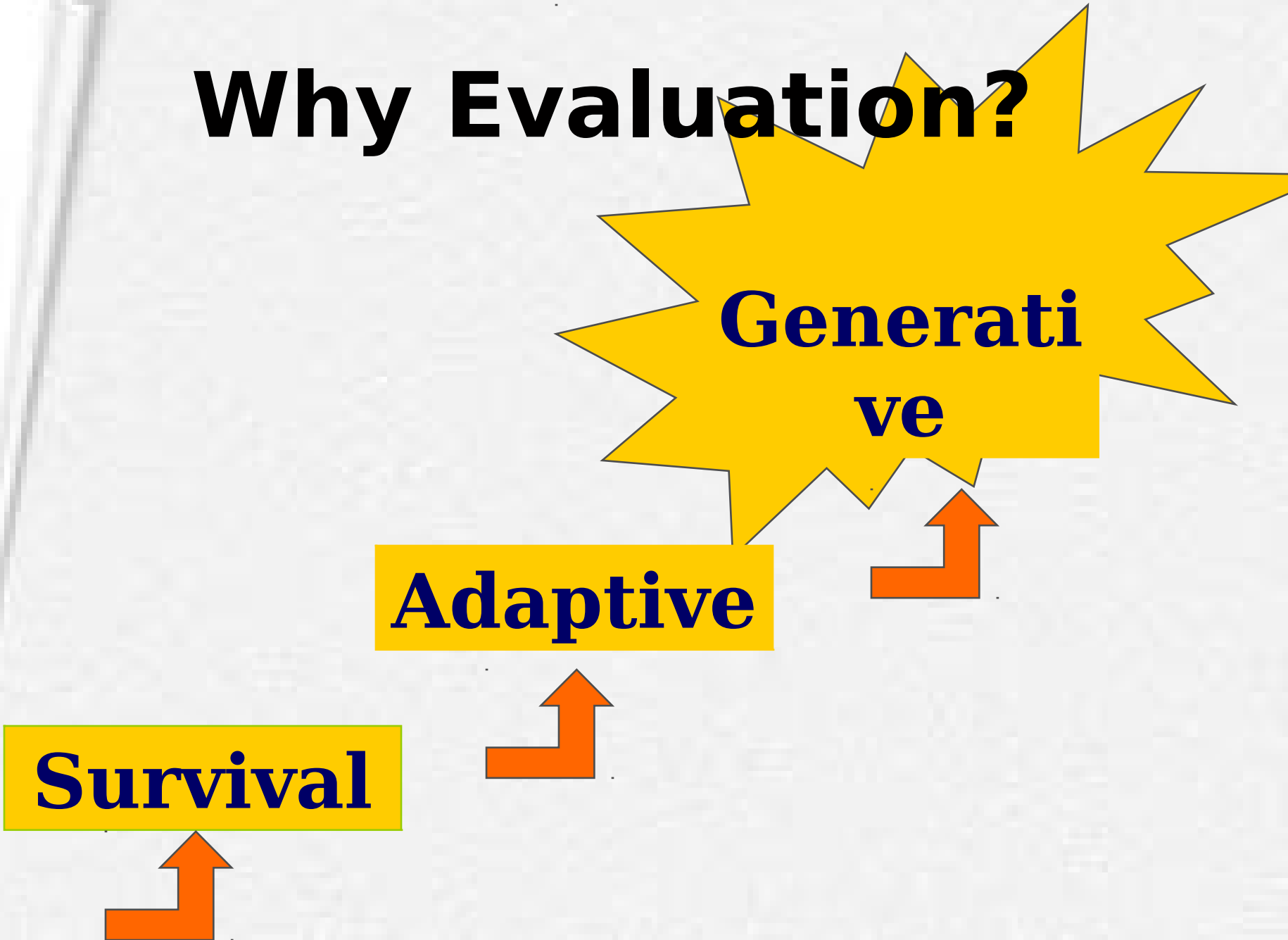
Inputs **Outputs**

Effectiveness: Doing things right

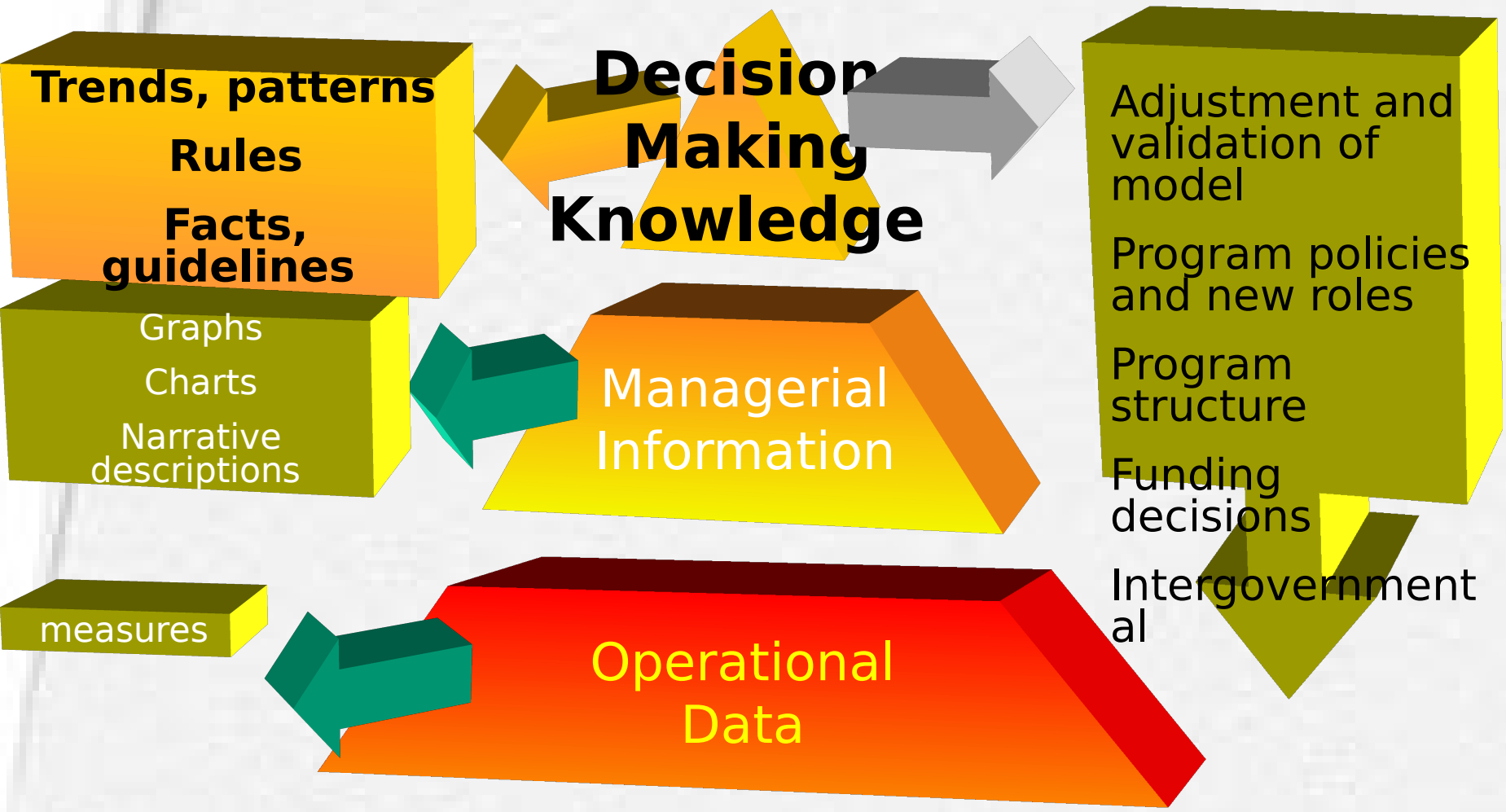
Efficiency: Doing the right things

Sustainability

Why Evaluation?



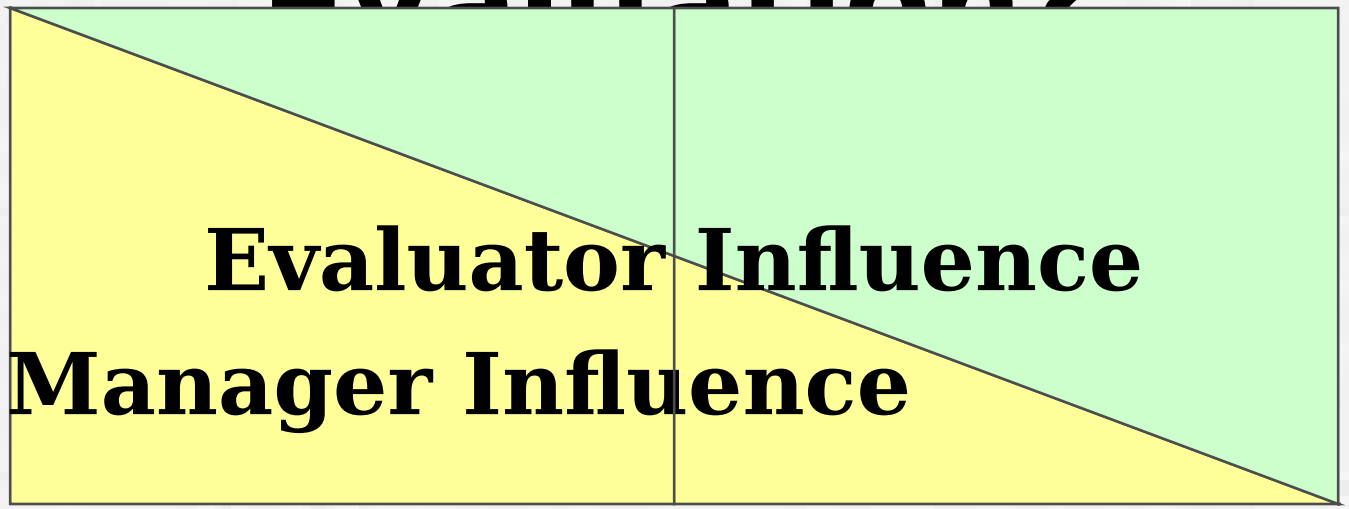
Decision Making Hierarchy



Evaluation and the Managerial Process

Veney, J.E. and A. D. Kaluzny. 1998. Evaluation and Decision Making. 3rd ed. Chicago: HAP. p 22.

Who Does Evaluation?



Manager Dominated

- Relevance
- Progress
- Adequacy

Collaboration

- Efficiency
- Effectiveness

Evaluator Dominated

- Impact
- Sustainability

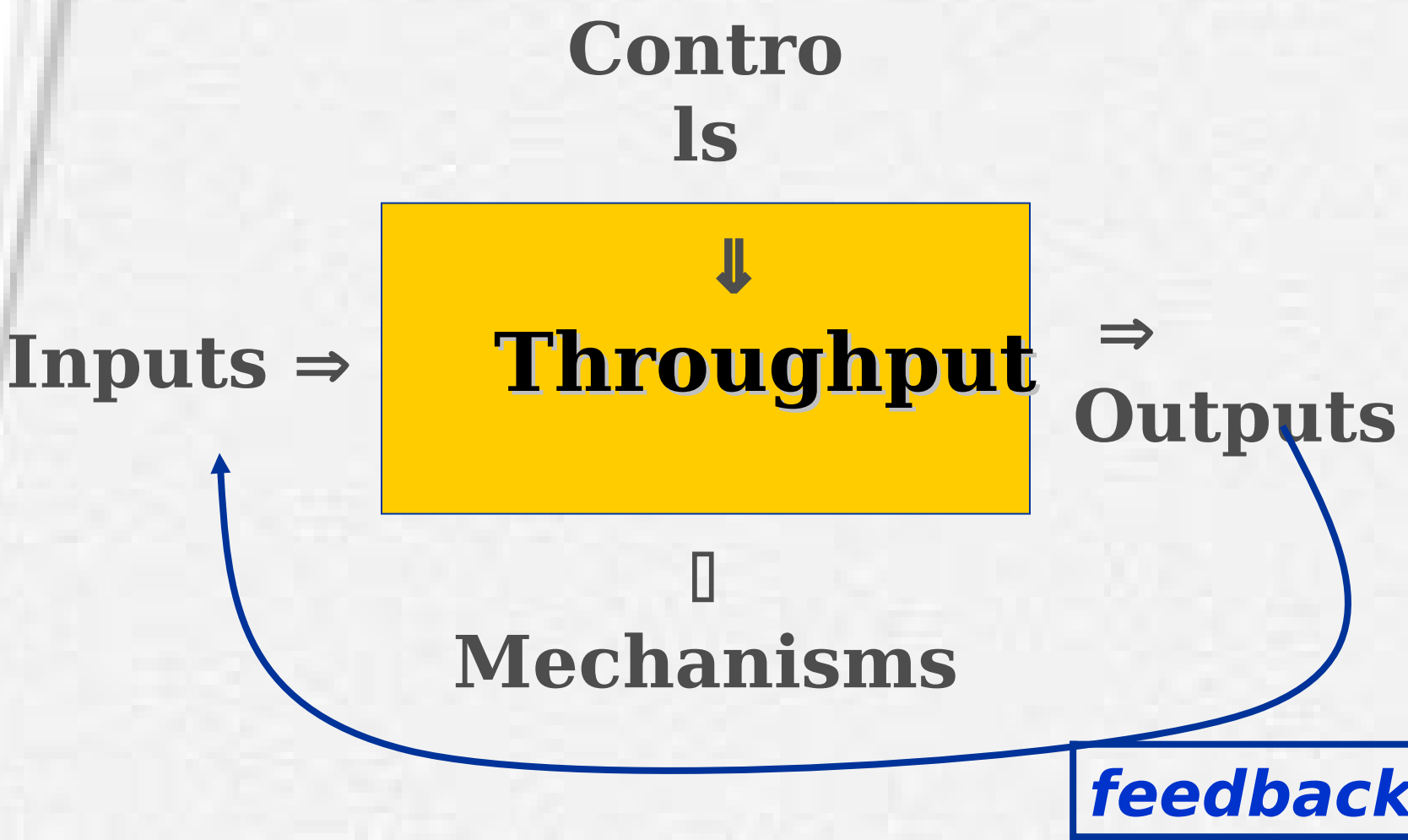
Climate of Evaluations and Decision Making

- Ambitious Program Objectives
- Explicit Versus Implicit Objectives
- Externally Imposed Evaluation
- Evaluation as a Political Process
- Evaluation as the Intervention

Evaluation and the Decision-Making Process

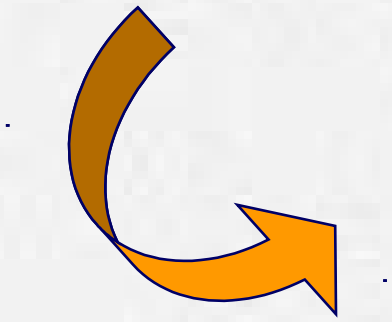
Chapter 2

Evaluation Based Decision-making (EBD) Model:



Components of the EBD Model

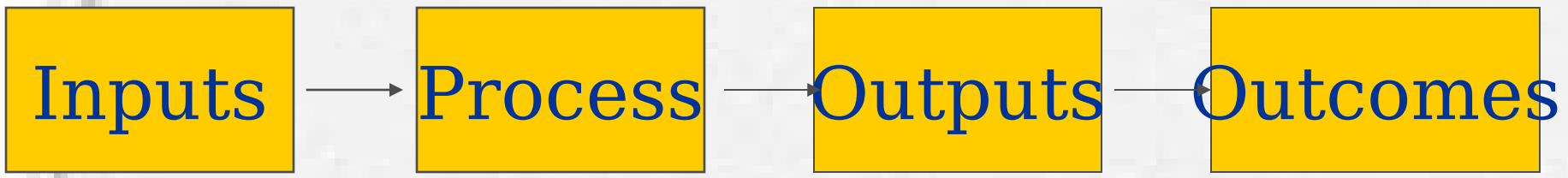
1. Needs assessment
2. Program implementation
3. Results assessment



1. Needs Assessment

- Develop program expectations
- Determine nature and degree of the problem
- Determine strategies

2. Program Implementation



3. Results Assessment

- **Effectiveness**
- **Efficiency**
- **Outcome**
  - **Long-term effect**
  - **Verifiable ends**

Types of Evaluation

Needs Assessment	**Relevance**
Implementation	**Progress**
	Adequacy
Assessing Results	**Efficiency**
	Effectiveness, Impact, Sustainability

Evaluation Tools

Relevance	**Survey, Expert opinion, Available data**
Progress **Adequacy**	**Monitoring, Operations research**
Efficiency **Effectiveness, Impact, Sustainability**	**Cost benefit, Cost utility, Cost effectiveness** **Case studies, Surveys, Experiments, Time**

Abilene Paradox Movie!

Management of Agreement